

**Leander Fire Department
2015-2020
Master Plan and Guide**

CITY OF LEANDER



FIRE DEPARTMENT



Saving Lives and Property with Commitment and Excellence



Master Plan and Guide

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Executive Summary



Executive Summary

This report provides information about the Leander Fire Department. This information includes current activities information about future planning and indicators to make sure the department is meeting the needs of the citizens of Leander. The report talks about the services provided and how those services are being delivered at the highest level possible. This is continuation of a transition point for the Leander Fire Department during the growth impacts to the City of Leander and the department. The next three years will bring increased demands on the fire department for services. The current level of available resources in the fire department will not be able to meet those demands. The plans provided in this document give a strategic and fiscally responsible way to address those demands and the challenges of hiring additional staff, addition/replacement of apparatus and preparing for future station locations. This report is a cumulative effort of the Leander Fire Department Executive Staff, Representatives from Leander Professional Firefighters Association, Leander Volunteer Fire Department, Inc..

The next five years will require several things such as adding staff, ISO inspection, addition/replacement of fire apparatus, procurement of property and construction of fire stations and updating of fire codes.

The ability to meet all of these requirements is going to be taxing on the resources and people of the department when looked at as a whole, so the ability to divide the task over the plans life is important.

The first three years of this plan will target the following:

Reduce Long Response to Emergency in Urban and Suburban Areas of Leander

- Increase station locations
- Staff current facilities
- Increase support for additional staff, equipment, and facilities

Maintain or Improve ISO rating in 2017-2018

- Update Fire Code
- Increase inspectors
- Improve water distribution in downtown area
- Multi-family distribution plan

Obtain Compensation for Services Provided Outside City Limits

- Contract with ESD's where service is currently provided
- Implement and organize ESD taxing power in serviced areas without taxing ability
- Review agreements with ESD #4 for best service provider for certain areas

Best Practices Recognition

- Review and update policy
- Update data collection capabilities
- Obtain equipment for special events

Disaster Plan Development

- Staff Emergency Management
- Implement Mitigation Plan Activities
- Improve preparedness education

Radio System Upgrade and Expansion

- Williamson County has agreed to provide a new tower on a site located near the City of Leander waste water treatment plant on RM 2243
- Replace all handheld and mobile radios to maintain communications capabilities and employee safety

Plan for Long Term Issues

- Workforce looking for alternative schedules
- Workforce looking for work life balance
- Increase demand for out of hospital medical needs
- Increase service demands and scope of service
- Increase support services to keep department functioning
- Staff development for staff retirements in next 10 years

Immediate Improvement Targets

- Street lighting on through fairs for visibility – response time improvement
- Address visibility plan – response time improvements
- Trail marking plan – response time improvements

While this department works on planning for the future, we also has a great partnership with all other city departments. With a comprehensive approach, this department with the co-operation of other departments, strives to make the city a better and safer community in Central Texas.

The objective of this report is to provide the reader with current information about the fire department and help local officials with planning. The previous five-year plans provided focus for the department and was a great guide to help us grow and meet demands. Several items from the previous plan were completed due to the assistance from our elected officials and city management. The authors of this plan hope to have as much success with this five-year plan as the previous plan.

The projections for the City of Leander are strong and the fire department wants to be a large part of making this a truly livable and viable city. To make this happen we must bring our personnel numbers and resources in line with our growth, and have a plan in place to change as the needs of the community change. We believe this plan provides our department guidance in making that happen.



Fire Department Divisions and Responsibilities



The City of Leander Fire Department is a values driven organization that is in place to protect lives and property. The Fire Department takes its ability to promote the general welfare of the community very seriously and is proud to serve the community to the best of our abilities. We strive to provide outstanding personal service utilizing our guiding documents such as **The Leander Way** and the **Leander Customer Service Principles**.

Leander Fire Department is a unique organization that sets its own path by applying current science and reflecting on historical events. By doing this, our organization is respectful of the fire service traditions without being hampered by the fear of change.

The strength of our organization is the people. Our strength comes from the partnership with the Leander Professional Firefighters Association and Leander Volunteer Fire Department, Inc. Every day the department strives to meet our mission “**Saving Lives and Property with Commitment and Excellence**”. This mission is met by working to meet the needs of both our internal and external customers.

Leander Fire Department is organized into four different divisions to allow for focus in certain areas to meet the mission of the department. The divisions are Fire Administration, Emergency Operations, Preparedness and Wellness, and Prevention and Life Safety.

Each division has specific goals that are connected to the departments mission of “Saving Lives and Property with Commitment and Excellence” that are measured and reported monthly in the Key Performance Indicators. These indicators were discussed in detail in the Performance Indicator and Measurements section of this plan.

The following will give a description of each division and the activities in those divisions. It will show some of the diverse responsibilities the fire department, as an all-hazard department, is able to mitigate, prevent, respond to, and recover from events planned and unplanned and emergencies large or small.

Fire Administration Division

The Administration Division is in place to manage the department and provide direction for each of the other divisions. The Administration Division is overseen directly by the Fire Chief. Fire Administration is responsible for the following activities:

Strategic Planning

- Long Term Planning
- Agreements with Emergency Service District
- Funding Alternatives
- Grant Management
- Accreditation

Business Operations

- Payroll
- Accounts/Contract Management
- Open Records Management
- Budget Management
- Land Acquisitions
- New Construction Management

Community Outreach

- Citizen Programs
- Social Media Management
- Leadership Programs

- Department Event Coordination

Recruiting and Retention

- Volunteer Engagement
- Academy Recruitment
- Job Fairs
- Employee Recognition

Data Analysis and Research

- Application of Science in Related Activities for Department
- Review and Analysis of Response Data
- Review and Apply Research Data for Improvements
- Coordinate research projects

Fire Administration is also working with the residents who live just outside the City of Leander to get them annexed into the city or to create an Emergency Services District (ESD). Once in an ESD, the taxing authority for those residents would be able to contract with a municipality for the delivery of fire department services. The department feels very strongly the City of Leander will be requested to continue to provide these services and could possibly receive \$190,000-\$220,000 per year for those services. Currently the department provides these services without guarantee of reimbursement.

Emergency Operations Division

The Operations Division is responsible for safely mitigating emergency incidents with a minimum loss of life and property through the efficient, effective and timely response of personnel and equipment, The Operations Division is the largest division of the department and is under command of the Assistant Chief of Operations.

Fire Suppression

- Structures include residential, high-rise, and commercial buildings
- Vehicles include roadways, rail, and commercial vehicles
- Wildland includes greenbelts, open space, and brush
- Wildland Urban Interface includes wildland areas that threaten structures

Medical Emergencies

- Emergency calls for the sick and injured
- Provide medical assistant and stand-by personnel at planned events
- Welfare/Sickness checks of those who need regular assistance
- Lift and Movement Assist for those that are unable to move without assistance

Technical Rescue/Specialty Teams

- Swiftwater and floodwater rescue and evacuation
- Roper Rescue for high locations, cliffs, and rough terrains
- Confined Space rescue for industrial locations and caves
- Trench Rescue from construction and infrastructure sites
- Building Collapse from natural and manmade events
- Hazardous Materials and dangerous situations
- Honor Guard

Daily Operations

- Personnel Management
- Facility Maintenance
- Fleet Maintenance
- Equipment Maintenance

- Technology Implementation

County Resource Coordination Program

- Wildland Fire Team for local, regional, and state responses
- Water Rescue Team for local and regional responses
- Rope Rescue Team for local and regional responses
- Fire Response for local, regional, and state responses
- Regional Standardization of equipment and training at CAPCOG

In addition to emergency medical services, fire suppression, extrication, hazardous materials response, and technical rescue; the Emergency Operations Division responds to many non-emergency services, such as carbon monoxide investigations, smoke and odor investigations, and miscellaneous requests for public assistance.

The divisions primary responsibility is to provide service to the area within the city limits of Leander. However, the department also responds to areas immediately outside the city limits in unincorporated areas of Williamson and Travis Counties. We are able to do this by working with neighboring cities to establish regional concepts in service delivery so that the fire department can share in resources to manage certain incidents that would cause an undue burden on the department.

The Emergency Operations Division is what most people visualize when they think about a fire department. It is the fire trucks, the firefighters, and the fire stations.

Prevention and Life Safety Division

The Prevention and Life Safety Division strives to reduce the risk relating to the impacts of fire and explosion hazards where people live, work, and assemble by performing inspections, code compliance reviews, and investigations. We recognize the most effective risk reduction efforts are those that involve the community in the planning and solution process.

Inspections and Compliance

- Inspect all commercial businesses within the City of Leander
- Annually inspect all schools, child care centers, foster care homes
- Inspect residential boarding homes, care homes, medical facilities, nursing homes, clinics, doctors offices, dental offices, and assisted living centers
- Maintenance inspections of all fire alarms, sprinkler systems, commercial vent hoods and water supply systems
- Inspect all multi-family residential occupancies within the City of Leander
- Perform Home Hazard Assessment of private homes for safety needs

Fire and Arson Investigations

- Investigates fires and explosions within the City of Leander for cause
- Lead all arson investigations executed by LFD and LPD
- Case handling for prosecution of violations and arson
- Liaison with Austin Regional Intelligence Center

Public Outreach and Education

- Coordinate public school, private school, and preschool education programs
- Workplace and/or home fire safety and prevention education
- Residential smoke alarm program
- "After the Fire" program that provides immediate assistance to fire victims
- Wildfire Education Programs such as the Fire Wise Program

Preplan and Development

- Verifying and witnessing the installation tests of fire protection features
- Review, interpretation, and implementation of fire and related codes
- Meets with developers, builders and investors about codes, ordinances, and cost effective means
- Coordinate and review all preplan information for emergency response to commercial facilities

The Prevention and Life Safety Division is working to expand the fire code to be enforced in the extraterritorial jurisdiction (ETJ) so as the City of Leander grows the buildings that are annexed in will meet the city's safety standards.

The Prevention and Life Safety Division works on a regional level with other fire departments and cities in the Capitol area to keep all codes in the same version in order to keep building construction costs similar in all cities.

Preparedness and Wellness Division

The Preparedness and Wellness Division is responsible for Emergency Management & Homeland Security, Training and Development, Occupational Health and Safety, and Community Preparedness Education. The training activity is to ensure our personnel can safely and effectively deliver exceptional service in all risk-related disciplines.

Emergency Management/Homeland Security/Community Health

- Provide and maintain federal requirements needed by responders and local government employees for disaster preparedness, response, and recovery
- Medical surveillance for biological hazards and diseases to the community
- Mosquito surveillance and mitigation
- Create and maintain all required and related EM/HS plans
- Staff/Coordinate/Maintain the city's Emergency Operations Center (EOC)
- Mitigation: Actions taken to avoid an incident or to intervene to stop an incident from occurring in the effort to protect lives and property
- Preparedness: Activities such as planning, training, public education and outreach to create awareness of potential dangers and increase readiness in our community
- Response: Use of available resources to meet the needs of the community when disaster strikes and depending on the severity of the disaster, this can include local, county, state and federal resources, to include fire and EMS services, public works, and law enforcement
- Recovery: The long range support of restoring the community to pre-disaster conditions
- Liaison with Williamson County and Cities Health District (WCCHD)
- Liaison with Williamson County EMS Clinical Practices
- Williamson County Fire Chiefs Association EMS Committee
- Capital Area Trauma Regional Advisory Council's Education Committee
- Central Texas Incident Management Team
- State Operations Center Incident Management Team
- Teach courses and maintain record of federal requirements related to NIMS
- Liaisons and works with the City Council appointed Disaster Preparedness Committee
- Liaisons and works with the Mayors Committee on People with Disabilities

Training and Development

- Fire Suppression and Emergency Operations Training
- New Employee or Volunteer/Promotion Academy
- Certification/Licensing of personnel
- Deliver new procedures and tactics
- Specialty certification and training: Wildland, rope rescue, swiftwater
- Emergency medical continuing education and refresher courses
- Officer and career development

- Initial EMS education and deliver with EMS education Medical Director Dr. Ira Wood, MD
- Fire Department training facility and program licensing and renewal

Occupational Health and Safety

- Provide an occupational safety and health program that seeks to comply with NFPA 1500
- Chairs department wide Health and Safety Committee
- Development, implementation, monitoring, and maintenance of the risk management plans
- Responsible for establishing policies and procedures relating to health and safety
- Tracks employee immunizations, infection control, exposures, and vaccinations
- Medical evaluations, on the job injury care, and return to work health with Dr. Larry Wilson, OD
- Mental wellness, critical incident stress management, and mental trauma recovery with Dr. Tania Glenn, PA, PhD.
- Health education, nutrition, and diet control with Jerrin Grey, M.S, R.D, L.D
- Develop injury prevention programs and investigate accidents
- Conduct research, review safety issues, and develop recommendations
- Liaison and teach with Williamson County and Cities Health Districts (WCCHD) Public Health and Medical Preparedness Committee

Community Preparedness Education

- Public CPR program
- Public first aid program
- Fire extinguisher training for businesses and residents
- Disaster preparedness and recover training for individuals, families, and businesses
- Community information during disasters
- Public safety announcements for prevention and items of interest
- Community notification database for emergency notification
- Community special needs database for disaster preparedness

The following committees work with staff to provide input to the department:

- Professional Standards Committee
The Professional Standards Committee works to keep department policies in line with the latest legal issues affecting personnel. The committee, made up of all ranks from Firefighter to Battalion Chief, also works on a process to help the employees understand the requirements of the job and how to progress in the fire department. The committee also works on developing procedures and policies that provide a fair and equal process for members of the department during time from re-education to separation based on the departments values and policies.
- Hiring Committee
The Hiring Committee ensures the testing process is relevant to the fire department and how we operate by evaluating the reference materials, scenarios to evaluate abilities, and requirements of candidates to ensure the person we are hiring lines up to the mission of the fire department at our current staffing and operational philosophy.
- Fleet Committee
The Fleet Committee evaluates future truck purchases to make sure the vehicles meet the ergonomic needs, maintenance needs, and capability needs of the community.
- Health and Safety Committee
The Health and Safety committee works on policies and programs to improve and maintain the over-all wellness of the employees to help keep the work place as safe as possible.

Closing

All divisions have separate tasks but work closely together to share resources and meet shared goals with the members and citizens best interest in mind. These divisions allows for the ability to see all the necessary tasks and establish priorities in meeting those tasks as the needs and the community changes.





Leander Fire Department Performance Indicators



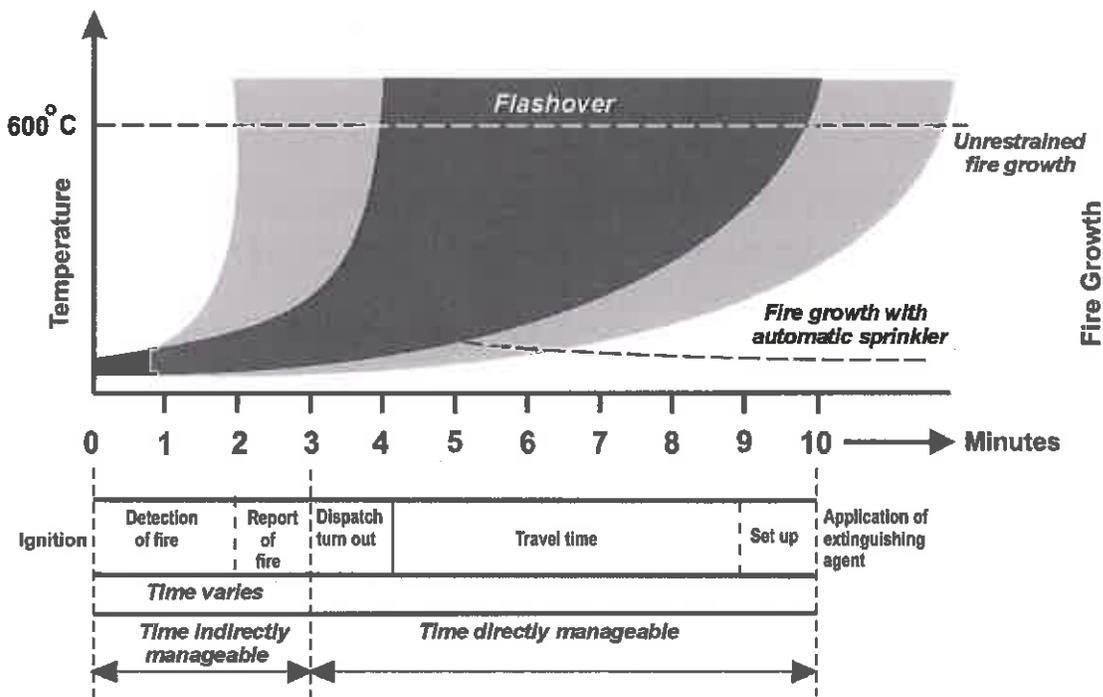
The Leander Fire Department strives to provide a great service to our customers but the perception of great service can sometimes be misleading when not supported by factual data showing what actually is occurring when assistance is needed. The measurement of service is important to make sure quality of service and life threatening events are handled quickly, and that tax dollars are applied in the right location for improving services to the greatest number of citizens.

Why does time matter?

Time is the critical element when an emergency is reported. Fire growth can expand at a rate of many times its volume per minute. Time is the most critical factor for the rescue of occupants and the application of extinguishing agents to minimize loss.

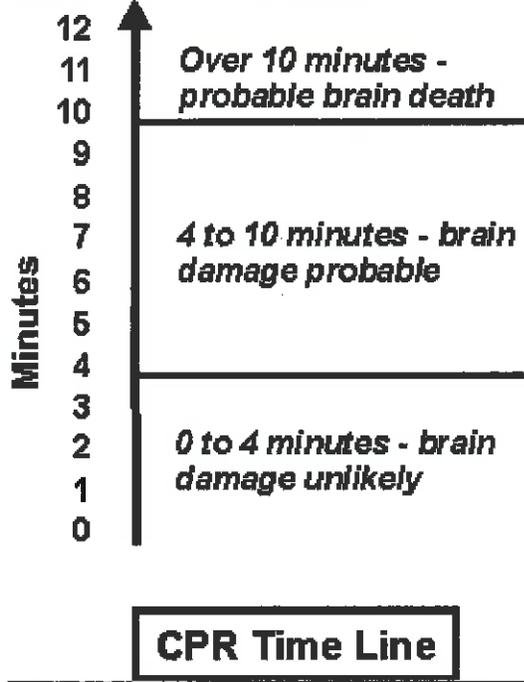
The time segment between fire ignition and the start of fire suppression has a direct relationship to fire loss. The delivery of emergency medical services is also time critical. Survival rates for some types of medical emergencies are dependent on rapid intervention by trained emergency medical personnel. In most cases, the sooner trained fire or emergency medical rescue personnel arrive, the greater the chance for survival and conservation of property.

Regardless of the speed of growth or length of burn time, all fires go through the same stages of growth. One particular stage emerges as very significant because it marks a critical change in conditions. It is called flashover. Measuring the time to flashover is a function of time and temperature. Fire growth occurs exponentially; that is, fire doubles itself every second of free burn that is allowed. This can be plotted on what is known as the time and temperature curve.



There are a number of factors that determine when flashover may occur. These include the type of fuel, the arrangement of the fuels in the room, room size, and so on. Because these factors vary, the exact time to flashover cannot be predicted. Flashover can typically occur from less than 4 to beyond 10 minutes after free burning starts. A post flashover fire burns hotter and moves faster, compounding the search and rescue problems in the remainder of the structure at the same time that more firefighters are needed for fire attack.

The delivery of emergency medical services (EMS) by first responders is also time critical for many types of injuries and events. If a person has a heart attack and cardiopulmonary resuscitation (CPR) is started within four minutes, the victim's chances of leaving the hospital alive are almost four times greater than if the victim did not receive CPR until after four minutes. Figure 5 shows the survival rate for heart attack victims when CPR is available.



What do we measure and what does it tell us?

1. Unit Hour Utilization (UHU)

Unit Hour Utilization equals

$$\frac{\text{(Number of calls) X (time spent on calls)}}{8760 \text{ hrs.}}$$

National studies shows that if a unit is out of the station and unavailable more than 20 percent of the time, then it is unlikely to meet response time goals. Thus a UHU of 15 percent is consistent with a goal of being there 90 percent of the time within 4 minutes in urban areas. The City of Leander is quickly annexing land and growing so our ability to meet the National Standard is nearly impossible. The department, looking at the population growth location, has established benchmarks to monitor as steps are being taken to achieve the National Standard. The benchmarks for each response at this time is a UHU of 20 percent.

Time spent on calls does not include time spent training, performing vehicle maintenance, public education, preplans, or hydrant testing.

2. Emergencies Requested to Respond

This measures the number of requests for emergent calls that require the fire department to respond to a location in a timely manner to provide assistance, emergency care, rescue, or fire suppression. This indicator compares the number of emergency calls for the current month compared to the number of

emergency calls for the prior year during the same month and the number of emergency calls fiscal year-to-date compared to the number of emergency calls for the prior fiscal year-to-date.

This number indicates trends in the demands for emergency services.

3. Response time to an Emergency Incident Based on the Population in the Service Area:

Response Time = Call processing/dispatch time + Turnout time + Travel time

Call Processing/Dispatch Time

The calculation of call processing/dispatch time begins when a 9-1-1 call is answered and ends when fire stations have been alerted and units dispatched. The benchmark is for 90% of calls to be answered and dispatched at 60 seconds and 99% of calls at 90 seconds. Call Processing Time is reported in fractile not average. Fractile is the report of the percentage of calls responded to in X minutes.

Turnout Time

The calculation of turnout time begins when station(s) and personnel have been alerted/dispatched to the call and ends when unit(s) is(are) en route after personnel have donned gear and seatbelts. The benchmark is for 90% of the time for crews to be out of the station in 80 seconds or less.

Travel Time

The calculation of travel time begins when unit(s) is(are) en route to an incident scene and ends when unit(s) arrive(s) at an incident scene. The benchmark is based on population density with more populous receiving assistance sooner than those areas with less population or less potential for services.

- 2000 or greater Population Count per square mile should have a travel time of 4 minutes or less 90% of the time
- 1000 to 1999 Population Count per square mile should have a travel time of 5 minutes or less 90% of the time
- 999 or less Population Count per square mile should have a travel time of 8 minutes or less 90% of the time

Response Time Goals

- 2000 or greater Population Count per square mile will have a response time of 6 minutes and 20 seconds.
- 1000 to 1999 Population Count per square mile will have a response time of 7 minutes and 20 seconds.
- 999 or less Population Count per square mile will have a response time of 10 minutes and 20 seconds.

Response and the subcategories are reported in fractile not average. Fractile is the report of the percentage of calls responded to in X minutes.

4. Inspections/Reviews Performed for the Current Month

This measures the number of requests for inspections that require the fire department to inspect or review a location. This indicator compares the number of inspections for the current month compared to the number of inspections for the prior year during the same month and the number of inspections for the fiscal year-to-date compared to the number of inspections for the prior fiscal year-to-date.

This measures the number of request for reviews that require the fire department to inspect or review a location. This indicator compare the number of reviews for the current month compared to the number of reviews for the prior year during the same month and the number of reviews for the fiscal year-to-date compared to the number of reviews for the prior fiscal year-to-date.

This number indicates trends in the demands for inspection services.

5. Investigations for the Current Month

This measures the number of fires investigated by the Prevention and Life Safety Division. This indicator compares the reviews for the number of investigations done the current fiscal year-to-date compared to the reviews the prior fiscal year-to-date.

This number indicates trends in the demands for investigators and prevention services

6. Training Hours Delivered Current Month

This indicator measures the development and activity of the department in meeting the Federal, State, and Local required training hours delivered for the fiscal year-to-date compared to training hours delivered for the previous fiscal year-to-date and the fiscal year-to-date compared to training man-hours obtained previous fiscal year-to-date.

7. EOC Activation Current Month

This indicator reports the number of EOC Activation Fiscal Year-to-Date compared to EOC Activation Previous Fiscal Year-to-Date and how many hours the EOC was operating preparing for, managing, or recovering from a major event or disaster.

Activity reports

These activities show community involvement and actions taken to improve the health and safety of the community as a whole.

- Public Education Participants Current Month
- Public Education Participants Fiscal Year-to-Date
- Community CPR/First Aid Training Provided hours Current Month
- Community CPR/First Aid Training Provided hours Fiscal Year-to-Date
- Community Fire Extinguisher Training hours Provided for Current Months
- Community Fire Extinguisher Training hours Provided Fiscal Year-to-Date

Conclusion

These performance indicators provide a report card of the current services being provided, show areas of high performance and areas that need improvement. The data helps to determine what impacts these improvements or lack of improvements would have on the citizens served. This information allows the members of the department, city administration, elected official and citizens to keep track of the department's performance and needs. The following maps show the current response areas that meet the ability to receive good coverage when the unit is in station. The maps progress to show the improvement in coverage and service delivery over the next 5 years if the requested budget is funded as requested. The maps also indicate the current development and growth patterns for the next 5 years.

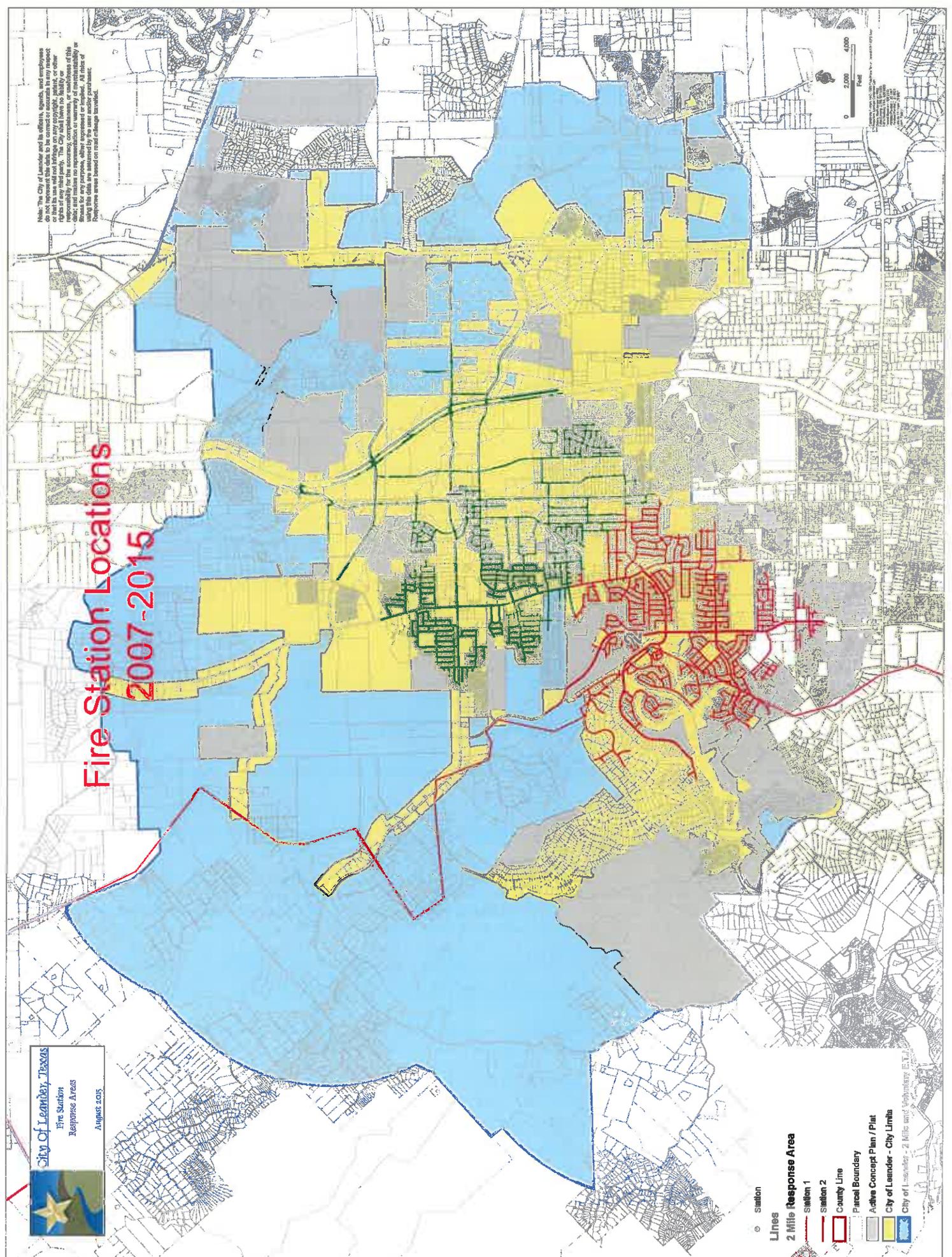


Fire Station Locations 2007-2015

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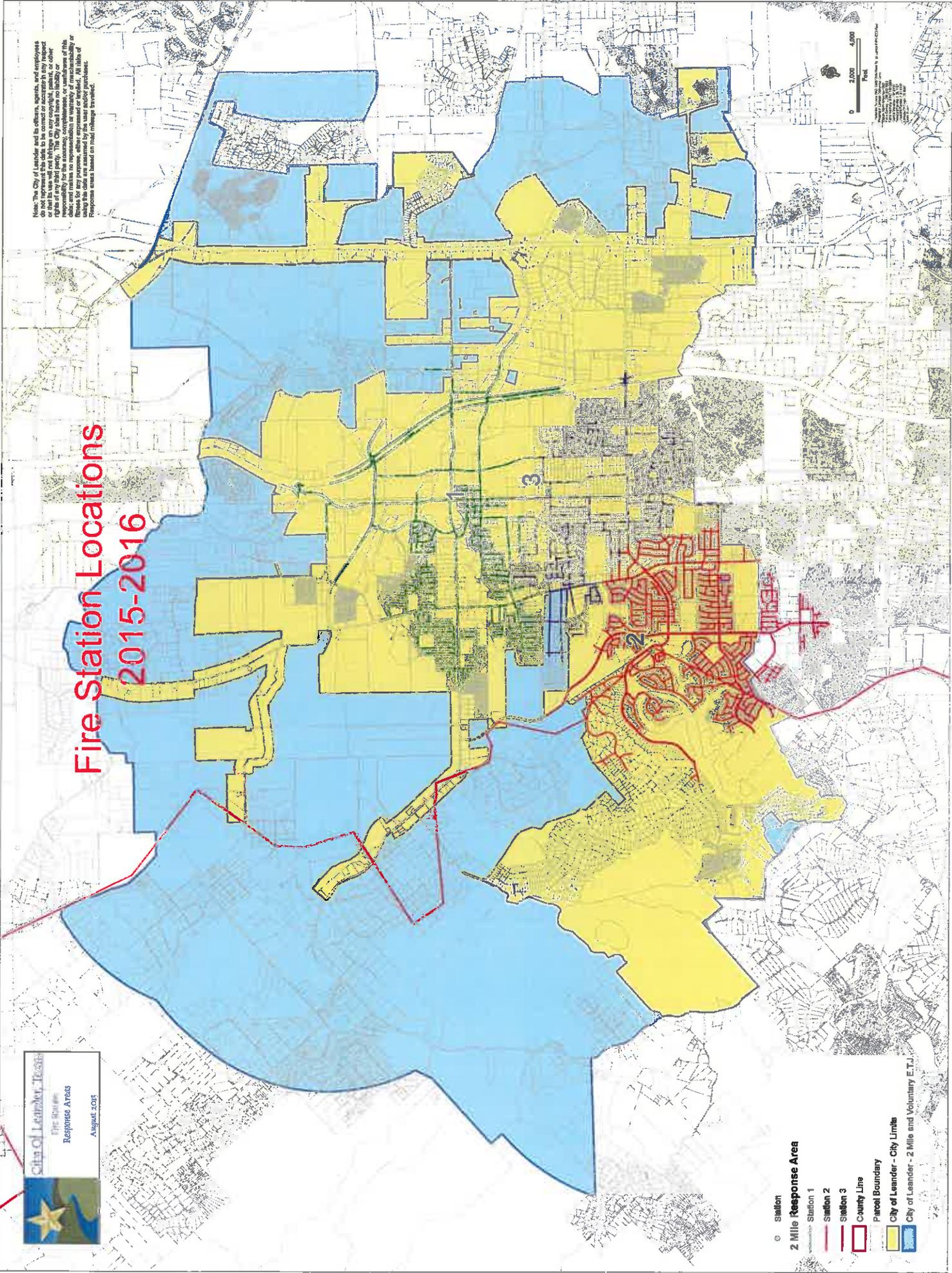


- Station
- Lines
- 2 Mile Response Area
- Station 1
- Station 2
- County Line
- Parcel Boundary
- Active Concept Plan / Plat
- City of Leander - City Limits
- City of Leander - 2 Mile Road Surrounding E.T.



Fire Station Locations 2015-2016

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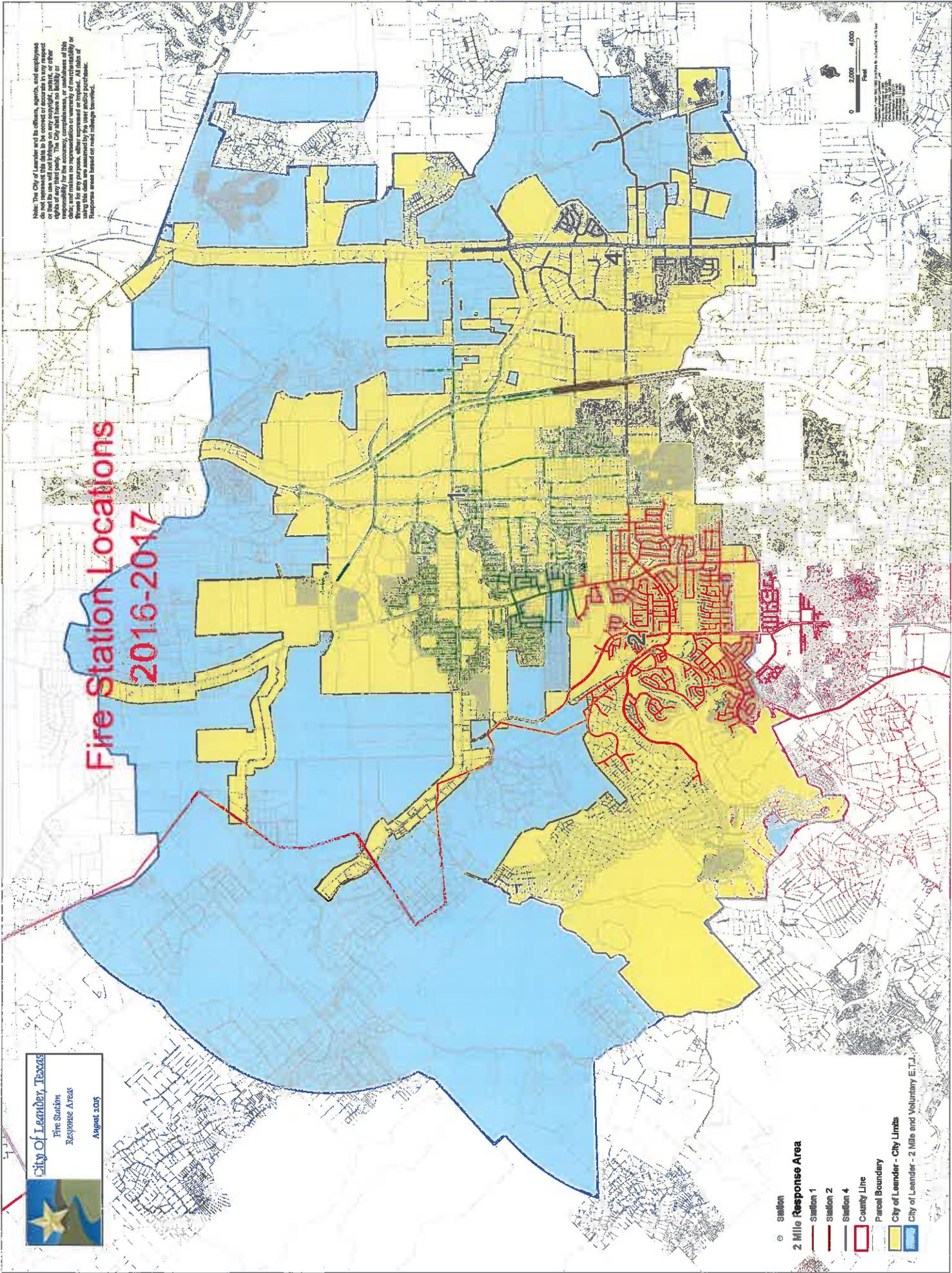
- Station
- 2 Mile Response Area**
- Station 1
- Station 2
- Station 3
- County Line
- Parcel Boundary
- City of Leander - City Limits
- City of Leander - 2 Mile and Voluntary E.T.J.

Fire Station Locations 2016-2017

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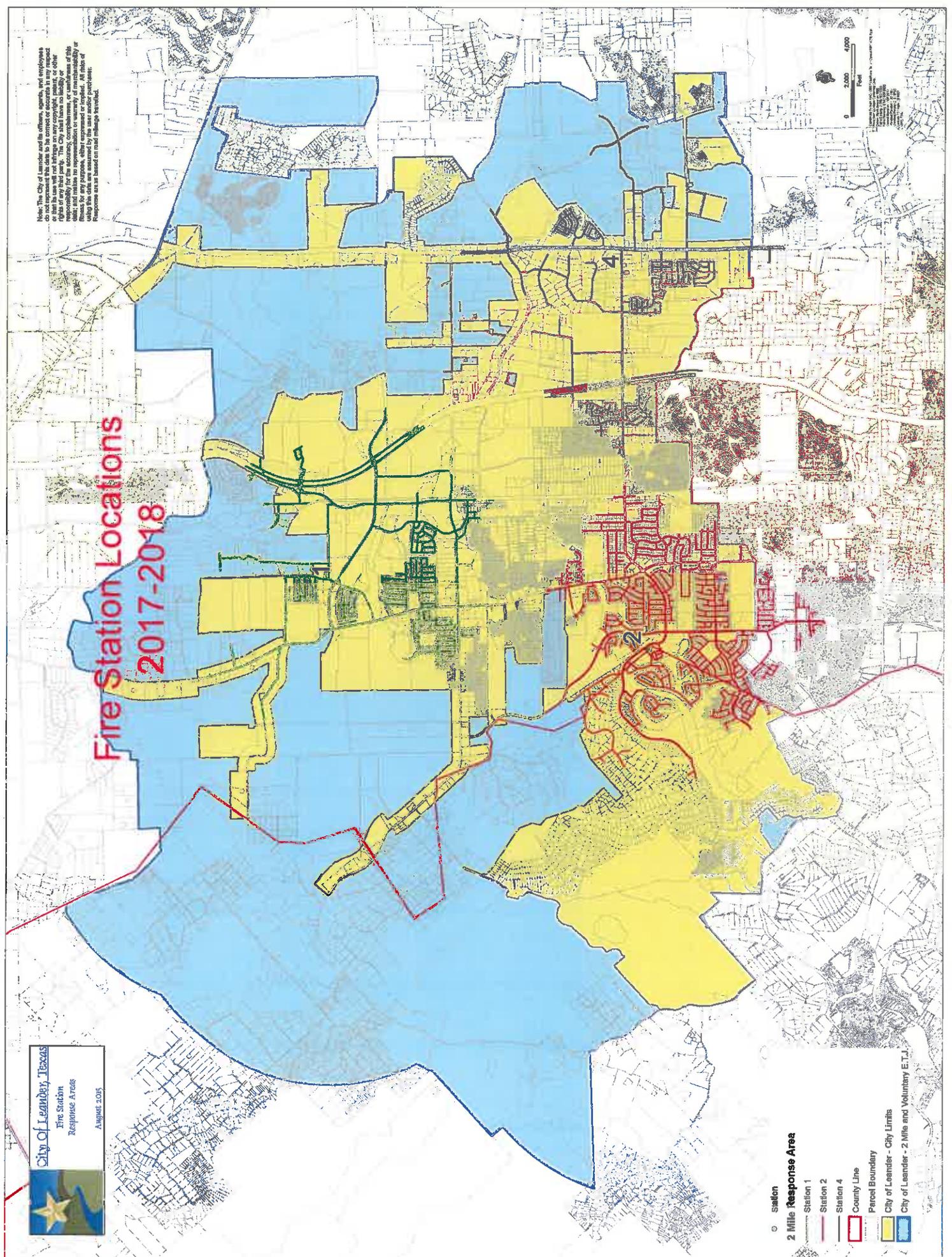


- Station
- 2 Mile Response Area
- Station 1
- Station 2
- Station 4
- County Line
- Parcel Boundary
- City of Leander - City Limits
- City of Leander - 2 Mile and Voluntary E.T.J.



Fire Station Locations 2017-2018

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Station

 2 Mile Response Area

 Station 1

 Station 2

 Station 4

 County Line

 Parcel Boundary

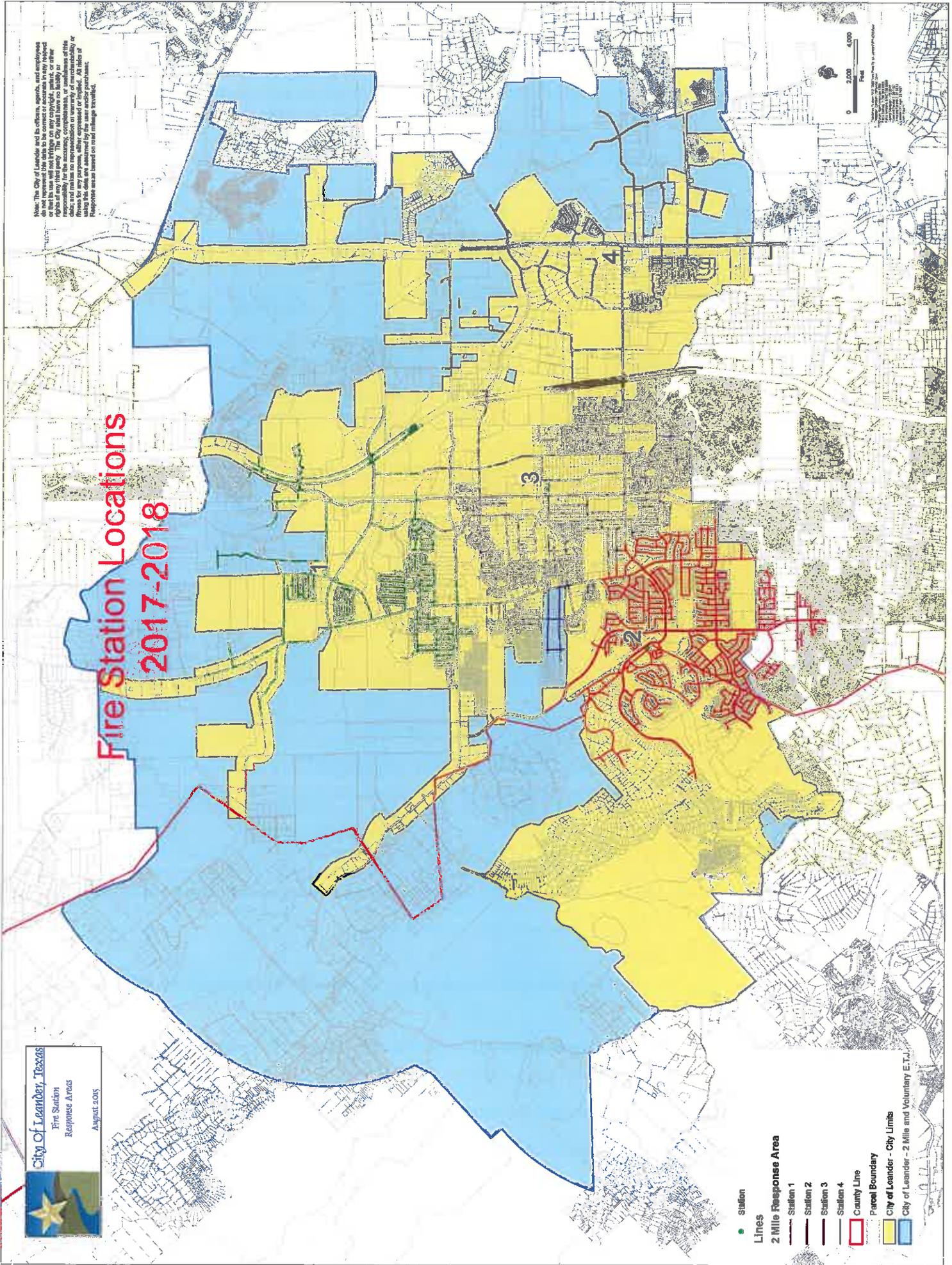
 City of Leander - City Limits

 City of Leander - 2 Mile and Voluntary E.T.J.

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Fire Station Locations 2017-2018



Station

- Station 1
- Station 2
- Station 3
- Station 4

Lines

- 2 Mile Response Area
- Station 1
- Station 2
- Station 3
- Station 4
- County Line

Parcel Boundary - City Limits

- City of Leander - 2 Mile and Voluntary E.T.A.
- City of Leander - City Limits

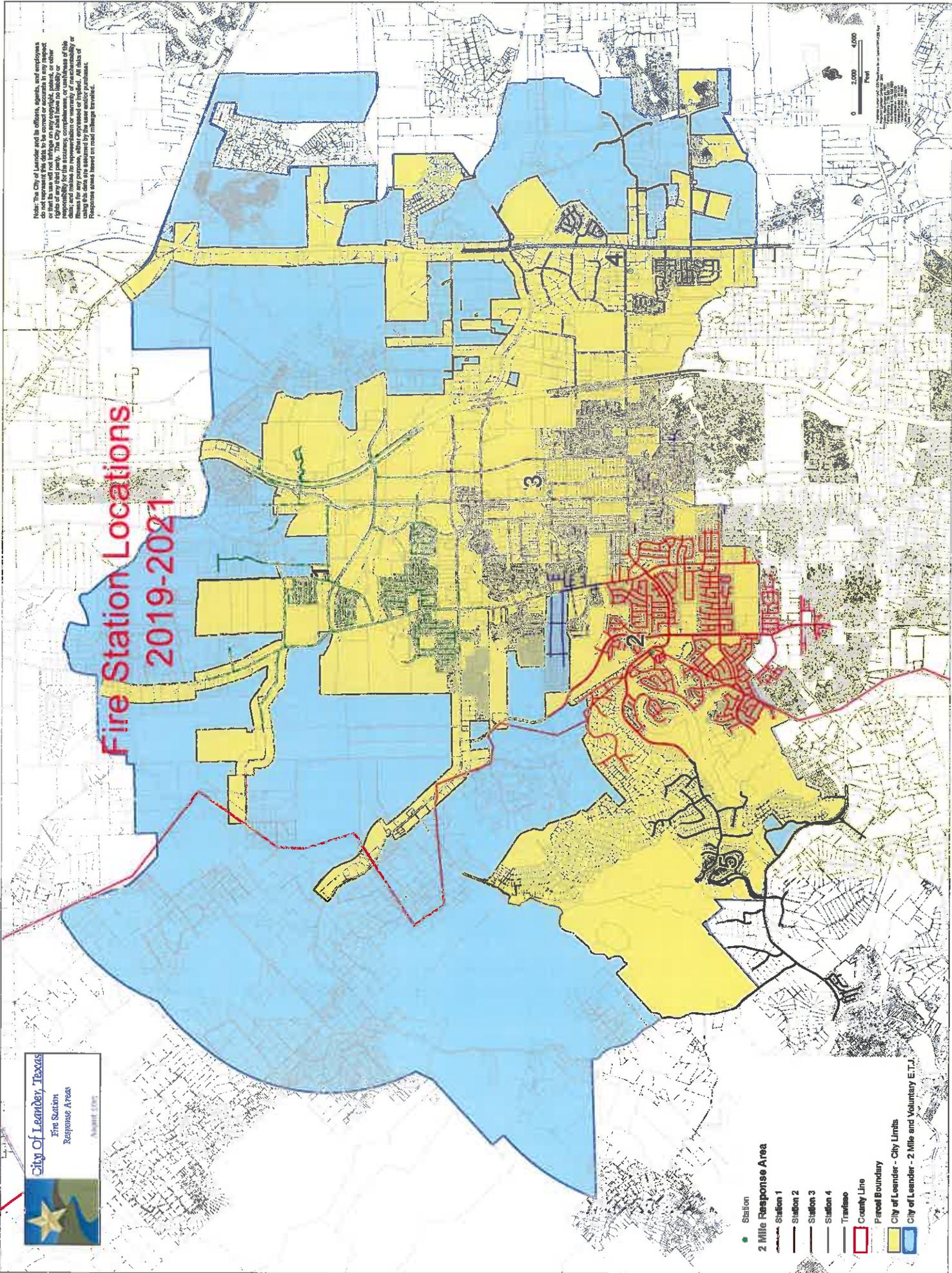


Fire Station Locations 2019-2021

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- Station
- 2 Mile Response Area
- Station 1
- Station 2
- Station 3
- Station 4
- Trailway
- County Line
- ▭ Parcel Boundary
- ▭ City of Leander - City Limits
- ▭ City of Leander - 2 Mile and Voluntary E.T.A.





Short and Long Term Issues to be Addressed



The City of Leander is a rapidly growing city that has new issues and service demands that come from the welcomed and invited growth. The City and the Fire Department must plan to address the new service requests, technology needs, and workforce issues to be successful in the coming years. When no strategy is present, plans can develop inadvertently, without the conscious intention of senior management. Those plans can develop because of prior experiences which can have negative impacts on the City, the department, and the citizens we serve. Experience inevitably plays a crucial role in the development of novel strategies, but strategies must be consistent with other plans in the organization and match the core values of the community to prevent negative outcomes. Strategies created from just experiences and reaction to the growth is less effective than a planned approach from experienced professionals working to create innovative ways to meet a defined standard.

This section of the plans primary emphasis is to identify major issues that will influence service delivery, positive customer outcomes, decide the actions necessary to address these issues, and to propose specific strategies that will help the City-Department to target its resources in the most efficient manner today and prepare to address them in the future.

Most problems considered to date do not specify a single termination action but ongoing actions that are reevaluated to make sure the goals are reached and then maintained.

The issues are separated into two categories based on the time in which they need to be addressed. Those periods are short-term items and long-term items. Short-term items are currently in progress or will need to be initiated soon to be completed in the next three years to correlate with current identified community needs. The long-term items are items to be addressed or activities that cannot be initiated during the next three years but need to be resolved or in progress prior to five years.

Short Term Items and Actions (1-3 Years)

Reduce long response times

To manage and address the current issue of long response times to emergency calls the department will start by targeting achievable benchmarks that can be measured for reaction to adjustments on improvement items. The benchmarks will be set at 70% of the time instead of 90% for arrival times during the first three years of this plan then move to the nationally accepted average of 90% after that date. To meet the benchmark and eventually the national standard the City and Department must act on the following:

- Complete Construction of Fire Station 4
- Engine 4 received, equipped and placed in service
- Staff Fire Station 4
- Staff Fire Station 3
- Move Fire Station 1 to the designated location with crew and unit
- Close on property locations for Fire Station 5 and 6 so they will be available as needed for building sites
- Continuous adjustment of the Station distribution plan must match development and growth. Property for Fire Station 6 and 7 must be considered in upcoming development agreements to be secured with little to no cash cost during the short term
- Integrate technology to automation of dispatching and station alerting for emergency calls
- Design and secure funding for Fire Station 5, 6 and 7 with EMS stations to allow for EMS medical units to be housed at these locations

Maintain ISO/PPC rating for the City for Insurance Rates

In 2017 the City of Leander can be re-rated by the Insurance Service Organization, ISO grades the City of Leander based on fire service, codes, and water systems in place to decrease damage and threats of fire. Insurance companies set insurance rates for business, commercial, multi-family, and residential properties dependent on this grade. The City of Leander has annexed large portions of property since the last inspection by the Insurance Service Organization (ISO). The City of Leander has put in service only one new fire station since the last rating update while population and the distance within the city limits has significantly increased which will most likely result in a lower ISO score. The following items should be considered to help maintain the current ISO rating schedule to be competitive in the development market.

- Water line size increase in downtown area for commercial fire flow
- Purchase and put in service 100-105 foot aerial fire truck to match the number of apartments
- Upgrade all mutual and automatic aid agreements with neighboring departments
- Staff fire station 3
- Move Fire Station 1 to the designated location with crew and unit.
- Close on property locations for Fire Station 5 and 6 so they can be available as needed for building sites.
- Continuous adjustment of the Station distribution plan must match development and growth. Property for fire station 6 and 7 must be considered in upcoming development agreements to be secured with little to no cash cost during the short term
- Update and maintain Fire Codes
- Increase hydrant testing frequency to semi-annual

Obtain Compensation for Services Outside of the City Limits

The department currently provides services to areas immediately surrounding the City of Leander and has been providing these services for years without compensation. The ability to receive compensation for these services is important so that the city tax payers do not continue to subsidize those areas while lacking adequate response times within the city limits.

- Complete agreement with Williamson County ESD#9 for Parkside at Mayfield Ranch
- Make agreement with White Tail Subdivision for Fire Protection
- Discuss response agreement with Williamson County ESD#4 for border response areas
- Discuss response agreement with Travis County ESD#1 for border response areas

Update Fire Code to Match Community

The City of Leander Fire Code has missed one update revision. This miss was done intentionally to allow the Code Official to work out any issues in the code. The City should upgrade to the 2015 IBC Fire Code during the 2016-2017 fiscal year and correspond with the update of other Building Codes.

- 2015 IBC Fire Code with amendments
- 2012 WUI Code with amendments
- CO Monitors added to all residences
- Appendix to Code adjustments

Radio System Upgrade and Expansion

The City of Leander Fire Department and Police Department currently participate in the Williamson County Radio System that allows for interoperability between all public safety agencies in the region and several other agencies across the state. The system provided notification to all users in the system that the current radios being used have reached the life span and will no longer be manufactured and will not be supported by the system. The system is in need of an addition to the tower system because of increased demands and increased population density causing shorter radio wave travel.

- Williamson County has agreed to provide a new tower on a site located near the City of Leander waste water treatment plant on RM 2243.
- The City will need to replace all handheld and mobile radios to maintain communications capabilities and employee safety

Address Understaffed Divisions

Currently the City of Leander has reached a population and number activates that would be best served by having staff who are able to focus on the needs of Emergency Management related items such as preparing, planning, and mitigating numerous possible hazards in the community as well as the updating and reporting requirements associated with those plans. The Fire Marshal's Office is currently outsourcing a large number of reviews of buildings. This outsourcing has helped but not eliminated the need for those buildings to be inspected during construction while still meeting the requirement to perform annual building inspections of existing commercial and multifamily buildings. Current staff is unable to meet those requirements.

- Hire management position for Emergency Management Programs
- Hire additional Fire Inspectors

Best Practices Recognition

To make sure the Leander Fire Department is managing the organization and using practices that are in line with leading organizations in the industry, Leander Fire Department will begin the Best Practices Peer Review Process for accreditation. This process will add recognition that the organization is meeting or exceeding the recognized best practices for fire service in Texas. This process is similar to the process that has been completed by Leander Police Department and neighboring Fire Departments.

- Review and update policy
- Update data collection capabilities
- Obtain equipment for special events

Long Term Items and Possible Actions (3-5 years)

The current growth of the City of Leander spurs the need to grow the organizations responsible for the service and safety of the community in order for them to be able to meet the expectations of the community. The following items will need to be placed into the budget planning process to determine the resources needed to make the organizations function efficiently. The long term items are divided into two categories for identification purposes, not necessarily ranking in order of importance.

Organizations Support

The need to increase staffing to make sure adequate coverage is available with growing call volume and service requests is important. For those staff to be effective, they must have a support structure that will keep them equipped. Some of the items that must be planned on are as follows

- A Certified Emergency Vehicle Mechanic that understands and has the capabilities to diagnosis, repair, and maintain emergency vehicles.
- Logistical supplies and a facility to warehouse the supplies needed for fire stations, disposal medical supplies, maintain and inspect protective equipment and inventory control measures required by statute and rule.
- To help staff face the physical, mental and emotional challenges that the department will continue to face as the city grows, a Wellness Coordinator would decrease cost of injury, illness and return to work times from OJI events.
- A department Public Information Officer (POI) is necessary due to the special nature of public safety information. They will be able to provide accurate, legal, and timely information to citizens.

- The department will need to expand our diversity and the ability to do that we will need to be able to take well-trained people and make them Leander good while taking good people and make them Leander firefighters. To do this we will need to expand the abilities of the fire training facility and update our technology to meet the expectations of the newest generation who will require simulation and improved facilities. This change will also include the need to have a Field Training Officer who works on developing and supporting new employees and promoting officers.
- The Millennial Generation or Generation Z is the largest workforce since the Baby Boomer Generation and will be 70% of the available workforce by 2020. This workforce has a higher level of education and more diverse backgrounds than the current workforce making them more suited for changing environments and continuous learning. Gen Z wants to serve and work but because of their desire to have work/life balance, the department will need to start exploring alternative schedules and distribution of resources to meet the new workforce needs without impacting current workers or making the environment unsafe.
- One of the biggest challenges to face the Leander Fire Department will be the planning, developing, and hiring of leaders of the organization. The current Command and Executive staff (including all Chief Officers) and 50% of the middle managers are eligible for retirement in the next 9 years. This may leave a strong, growing, department struggling if plans are not made to allow for a smooth, efficient transition and development of staff.
- The increase of commercial business, multifamily complexes, and businesses changing hours will increase the need for the ability to track occupancy loads, ordinance compliance, and investigation load for fire and code related incidents. This will lead to the need for a 24 hour a day presence and actions by the Life Safety and Prevention Division calling for additional staff on a modified schedule to match the demands.
- The current Emergency Operations center has functioned to provide support for the community but was not designed to meet the current demands. The center itself is in need of expansion, increased security measures, and technology upgrades to match the community requirements for planning EOC Expansion.

Community Support

The need to meet additional outside impacts on the community that require multiagency approach is important and those have been identified as items that can enhance the community and public safety in the community.

- The need for prevention of fire, disaster, and other types of emergencies increases daily, especially with our children. The ability to have a place to provide bicycle safety, child care safety education, expanding our current child seat safety installations, home preparedness for disasters, and internet safety is vital for the safety of the community and children. This is accomplished by opening and operating a Safety City similar to the City of Frisco, Tx., City of Abilene, Tx., City of Edmond, Wa., and City of Stockton, Ca. to name just a few.
- The current and projected growth will place a higher demand on 9-1-1 communications and dispatching with the desire for 3-1-1 service to be added. Currently infrastructure is not in place and there are limited resources for 9-1-1 call takers to triage and provide pre-arrival instructions. The current configuration of the multiple 9-1-1 centers in Williamson County will need to be evaluated and a plan put in place to address 9-1-1 call taking without impacting radio and communications to public safety employees.
- The addition of a Community College to the City of Leander and the possibility of the college to even providing degrees above associate level and special workforce open the door for local

development training. The city needs to develop agreements and partnerships to be able to enhance staff with development programs, degrees, and use this as a recruitment tool.



Leander Fire Department Staffing Plan



The Leander Fire Department was established by the City of Leander in 2001 with the hiring of 6 firefighters. The staff system at that time was designed to be supported by part-time firefighters and volunteers to provide enough firefighters to respond to emergencies.

Times have changed in the City of Leander with increased responsibilities for the departments and a larger population to be served. These changes have created a strain on both the volunteer and career staff. To address these issues a plan has been created for the current needs and projections for the City in the future.

The department continues to support the concept of being a combination department (career and volunteer firefighters) because of the benefits that it provide to the city and the department.

Current Staffing:

Emergency Operations

Fire station one is staffed with five career staff. This station staffs a fire engine full time and, when at full staff, a squad. The two additional staff at this station are floated to provide coverage for firefighters who are sick, on vacation, or in training. The minimum staffing for this station is three. This happened approximately 61% of the time in 2009 and the first part of 2010.

Fire station two has three career staff and when volunteer staff are available, may have four person staffing. This facility operates one fire engine. The minimum staffing for this station is three people per shift. There is no staff to cover benefit time. They are transferred from Station one

Fire station three is staffed with one career person; the Battalion Chief. Their job is to supervise the staff on duty and provide direction during events on that shift. **No fire trucks are staffed at this facility.**

Fire Station Four is under construction and will be staffed with four career staff each shift, minimum staffing for this station will be three person per shift.

The Assistant Chief of Operations leads the Emergency Operation Division.

Life Safety and Prevention

The Life Safety and Prevention Division is lead by the Assistant Chief/Fire Marshal and his one other full-time Inspector and two part-time inspectors.

Preparedness and Wellness

The Preparedness and Wellness Division has one Training Instructor and the Administrative Battalion Chief. These people handle all training, safety, health programs, and emergency management.

Administration

The Administration Division is lead by the Fire Chief and contains an Administrative -Assistant and the Volunteer/Community Outreach Coordinator.

Reason for Plan

Rapidly increasing population to the city has lead to increase in service request and service needs of the citizens we serve. The community has added several new senior adult facilities and clinical care facilities that have a direct increase on calls for service. The community currently has plans for additional facilities during the next two years. These demands have stretched current resources. There has also been a decrease in volunteer activity. While LFD has been able to maintain a volunteer group, this number is getting smaller because of the hiring of these volunteers by EMS and fire departments, economy changes requiring change of availability, and burn out rate.

The staffing indicators are designed to match workload as reported in the monthly performance indicator report. This five-year plan has no redundancy built in to the plan. The plan is targeted at catching up to current service needs and attempting to match growth rates.

These are the primary needs for staffing during the next two years:

- Add Assistant Emergency Management Coordinator
- Add two additional Inspectors
- Add the 6-9 needed positions to open Fire Station 3

Factors/Indicators for staffing needs

By evaluating the workload and job tasks, the department was able to determine when to add staff instead of using speculations and assumptions. This formula would keep the divisions of the Fire Department functional and eliminate service and production decreases and help keep retention and moral high with work/life balance.

The following indicate when hiring is needed:

Emergency Operations

- Addition of New Fire Station -
3 Lieutenants
3 Driver/Pump Operators
6 Firefighters

To prevent large numbers of people having to be hired at one time and eliminating cost of and time spend on multiple promotion processes, staff for Emergency Operations should be hired at a rate of 3 FTE's per each new station each budget year until all twelve employees are hired and the new station is opened. This project could start once all current fire stations are fully staffed.

Funding for one additional Battalion Chief position per shift will be needed with the opening of the sixth fire station.

See the Facilities section of this plan for the fire station building schedule.

Prevention

- Funding for one Inspector/Investigator for each urban area of town that has a three story or taller building
- Funding for one Inspector/Investigator for industrial/commercial area that changes the population of that area to be greater than 2,000 population/square mile for each business day (10 hours/260 days per year)
- Funding for .3 FTE Plan Reviewer for each inspector assigned to inspections daily

Preparedness and Wellness

- Funding for .3 of an FTE for every 10 employees (includes volunteer)
- Funding for one new instructor for new employee training programs, new promotion orientations, and course delivery for professional development.
- Funding for .3 FTE for every 12000 citizens
- Funding for .5 FTE for Safety Officer every fifth Fire Station

Fire Administration

- Funding for .3 FTE for every 5 staff/programs providing clerical support Indicator for Manager/Sr. Manager
- Funding for .3 FTE for every program or direct report assigned to the Department Head
- Funding for .3 FTE for every division or full-time special project/program added to the departments

Conclusion

This staffing plan is designed to meet minimal needs of the organization and meet the current programs. The positions identified in the primary needs are part of the plan to improve performance indicator deficits and the steps identified in the executive summary to be targeted over the next three years and beyond. During the next three -five years we will need to complete the staffing of Fire Station three and retro staff the limited positions at Fires Station 2.

This plan does not address when additional stations are added prior to staff being hired. The current potential growth in the far west and east corridors of the city will require additional stations. The addition of new stations would require twelve new staff for each station. This staffing would decrease the cost of overtime to cover sick time, vacation, training and other benefit time for the total number of employees.



Fire Station Additions and Construction Plan



Historically, a decision for fire station locations has been based on the donation of property to the city as either a gift or part of a development agreement. This practice of obtaining land by donation has been helpful in getting the department established but as the City of Leander grows so does the need for a balanced coverage plan. Lack of stations and poor station locations limits our ability to meet the needs of the citizens. The city and department can no longer depend on donated land to meet coverage requirements.

The current planning process for facilities in the City of Leander is leading to great improvement in obtaining the best locations to be able to have the greatest impact on delivering quality service..

The plan should take into consideration the development agreement process making sure that the City continues to work with developers for the appropriation of property, but not necessarily using that as the deciding point for where or when to start construction of any facility.

Station Location Placements

A well placed fire station provides for the security of the citizens and an investment in the community. The decision of where, when, and what size station is important and should not be made without making sure the station location will ensure the following for the City of Leander:

1. Location meets delivery indicators to get to citizens in timely manner.
2. The station will provide the ability to meet National Standards for fire safety and improve ISO scoring.
3. The station is a positive impact on the community and an overall value to the neighborhood in which it is placed.
4. The station location and size meets cities growth projections and the city master plan for density to a specific area.
5. High risk areas receive proper sized facility to meet the increased equipment needs in those stations.

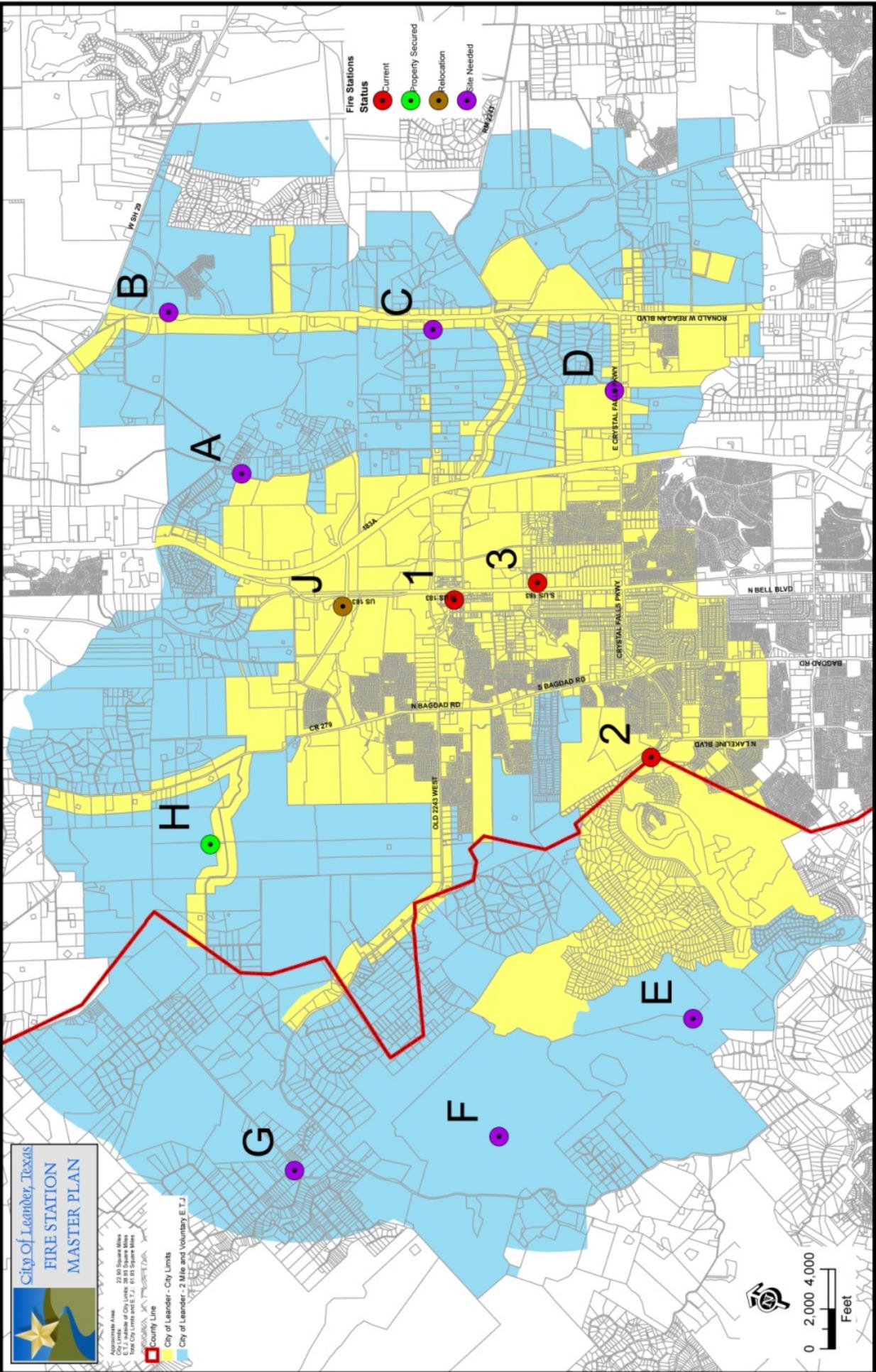
Station Location Plan

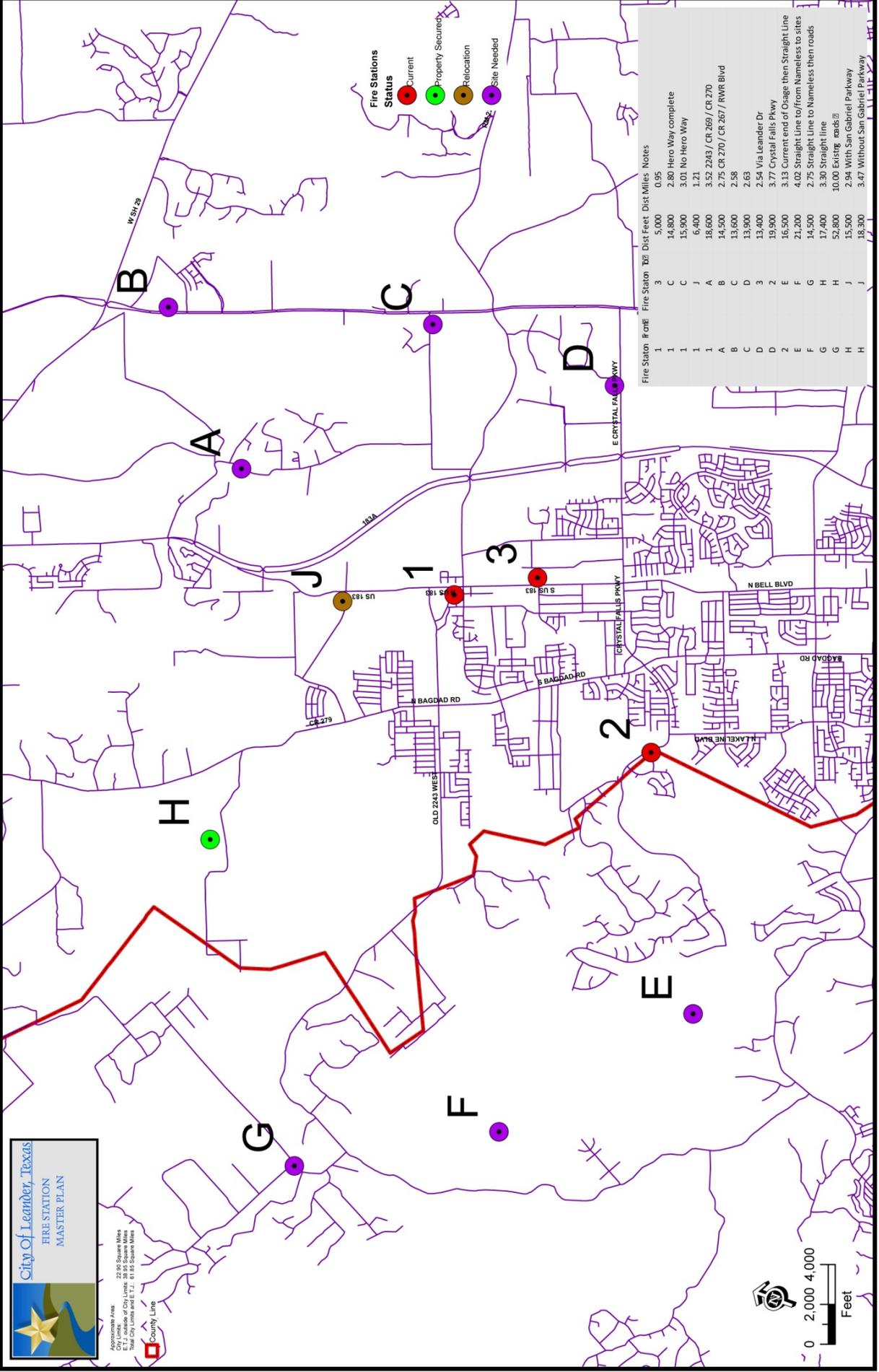
The current location sites selected on the attached map are based on the next five year projection with input from current development plans, population density areas, zoning classifications, and ISO requirements for insurance needs. Fire department proper fire engine distribution as required by Insurance Service Organization (ISO) is shown below. ISO sets the insurance rate for property owners in all of Texas and is regulated by the Texas Insurance Commission. The standard from ISO is as follows:

ISO credits the percentage of the community within specified response distances of pumpers (1.5 miles) and ladder/service apparatus (2.5 miles). As an alternative, a fire protection area may use the results of a systemic performance evaluation. That type of evaluation analyzes CAD history to demonstrate that, with its current deployment of companies, the fire department meets the time constraints for initial arriving engine and initial full-alarm assignment. The timing is in accordance with the general criteria in NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*.

The NFPA 1710 Standard is currently part of the Key Performance Indicators reported to City Council in the Fire Departments monthly report.

The attached maps shows the areas the stations need to be placed, not the property the City needs to secure for future fire stations to provide adequate coverage.







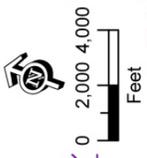
CITY OF LEANDER, TEXAS
 FIRE STATION
 MASTER PLAN

Approximate Area:
 25.95 Square Miles
 E.T.J. outside of City Limits: 28.95 Square Miles
 Total City Limits and E.T.J.: 61.85 Square Miles



Fire Stations Status
 ● Current
 ● Property Security
 ● Relocation
 ● Site Needed

Fire Station	Route	Fire Station	Dist Feet	Dist Miles	Notes
1	1	3	5,000	0.95	
1	1	C	14,800	2.80	Hero Way complete
1	1	J	15,900	3.01	No Hero Way
1	1	J	6,400	1.21	
A	A	B	18,600	3.52	2243 / CR 269 / CR 270
B	B	C	14,500	2.75	CR 270 / CR 267 / RWR Blvd
C	C	D	13,600	2.58	
C	D	D	13,900	2.63	
D	D	3	13,400	2.54	Via Leander Dr
D	D	2	19,900	3.77	Crystal Falls Pkwy
2	2	E	16,500	3.13	Current end of Obage then Straight Line
F	F	F	21,200	4.02	Straight Line to/from Nameless to sites
F	G	H	14,500	2.75	Straight Line to Nameless then roads
G	G	H	17,400	3.30	Straight Line
G	G	H	52,800	10.00	Existing roads
H	H	J	15,500	2.94	With San Gabriel Parkway
H	H	J	18,300	3.47	Without San Gabriel Parkway



When to Build a Station

Due to rapid growth and the City of Leander's effort to keep pace with services demands for the growth to the community leads to acquiring property to be able to build a fire stations. The decision when to build that fire stations should be service driven, the need for the service or impending need should determine when a station is built and staffed. Indicators for this could be determined by a multitude of factors. The factors listed below are some major factors that require the construction of a fire station in the needed areas. The indicators are :

- **Large Acreage Developments**

The development of 1800 acres or greater in a fire department service area would require at least one fire station. The development may be from one developer or multiple developments that are adjoined or almost adjoining properties. Depending on roadway access there may be a need for additional stations. This includes areas where the development may be multi-phased and construction will occur over time. The timeline for station construction would then be measured against the timeline for the phases of the project and identified when the phase begins to reach greater than 25% development. Construction on a fire station would need to be started at that point.

- **Vicinity has increased calls that match or exceed 10% of the total call volume**

As the City of Leander grows, the growth patterns may be indicate needed resources for areas or certain types of development may change the service needs required by an area. These circumstances could cause a need for additional stations in that area. The indicator to determine that need would be if an urban or suburban subdivision of the city did not meet the response criteria for one year or greater and if that subdivision was generating 10% or more of the emergency calls for service. If a suitable site could not be selected for fire station construction because of lack of property then the option for adding a staffed additional unit at the closest fire station could be used to help respond to the calls in the underserved area.

- **Distance from the closest fire station makes insurability of structures difficult**

Insurance companies use the Insurance Service Organization rating to establish the rate for the cost of homeowner and building insurance. Underwriters for insurance companies evaluate if the risk can be covered by the fire department and rate the policy cost based on several factors. Those factors include a fire station within 5 miles, the staffing of that fire station, and water hydrants as the initial factors.

- **Call times continuously exceed the recommended National Standard for Fire Department response times**

The National Standard for fire department response is based on the type of area in which the event occurs. There should be an understanding in the community that someone that lives in a rural area that is several miles from a fire station with limited population will not get the same time efficiency in service delivery that a person living in a more populated area does. It is not feasible or practical with the City of Leander growth rates and size of the service area to design a system of service delivery that allows every person to receive a fire truck in front of their home in 4 minutes during an emergency if they live 10 miles from populated areas. It is a reasonable expectation for people living in the Urban and Suburban areas of the City of Leander to receive timely service as indicated in the performance indicators. When the City of Leander is evaluated as a whole and is found to not be meeting the performance indicator for response times two fiscal years in a row, this is an indicator of the need for construction of a fire station in an underserved area. If a fire station is in that area, and proper response times are still not being met, then it may require the staffing of an additional unit at that station.

The following is the Key Performance Indicators for response times for fire department:

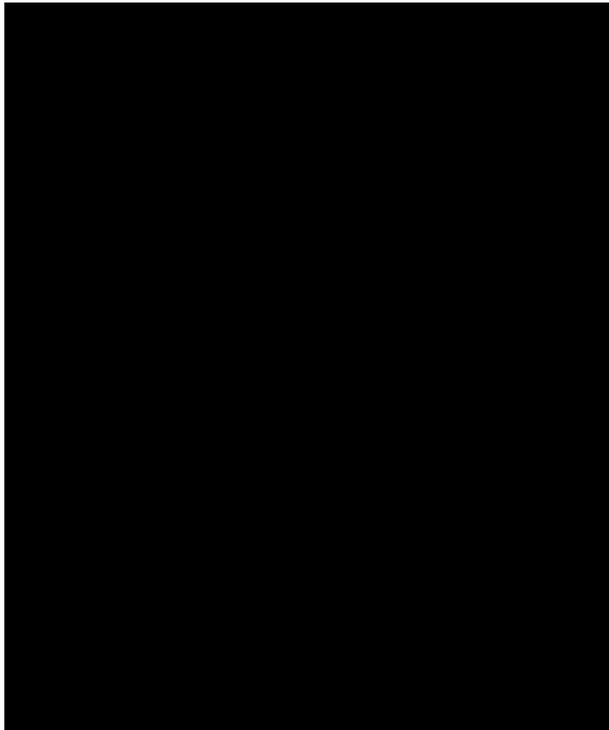
Demand Zone	Demographics	Response Time (minutes)	Meets Objective (%)
Urban area	>2000 people/mi ²	4	90
Suburban area	1000–2000 people/mi ²	5	90
Rural area	<1000 people/mi ²	9	80
Remote area	Travel distance ≥ 6 mi	Directly dependent on travel distance	

Fire Station Design

The fire stations have been welcomed partners into the neighborhoods they are located in because of the architectural appearance of the buildings and safety provided by the facility being in close proximity.

The department has evaluated station designs of both internal and external locations and found that the basic model used for the design of Leander Fire Station two, with some minor improvements, is the desired floor plan for stations in residential areas. The department will adjust architectural items so the facility will blend with the appearance or theme for the selected neighborhood. The ability to build high quality, low maintenance, high efficient facilities that have an architectural benefit to the area is important for long term cost savings and usability of the facility.

Great effort should be made to build the facility correctly the first time to prevent the need to go back after construction has begun and add items that are needed but were cut for cost saving measures.. These facilities are long term investments and the cost per square foot is higher because of the high durability of materials needed to operate a fire station properly.



Fleet Additions and Replacement Plan



The Leander Fire Department depends on the trucks and vehicles that make up the fleet to be able to provide efficient, timely, and safe service to our customers. Fleet maintenance is important and is part of the departments every day activities. The department follows a routine maintenance program to prevent loss of service life and decrease service delivery impacts because of fleet down times for repair. The department works closely with the city mechanics and truck manufacturers to ensure that all repairs and routine maintenance items are completed to keep the trucks functioning properly and meeting the life expectancy of these investments.

Mileage, maintenance cost, and hours are all factors, but some units have many short runs and some put more miles on a truck because the runs are longer. The circumstances create an environment that the wear will be different on each vehicle but the key is the volume and age.

Repair and parts for repair are a huge issue. Dependable and reputable truck manufacturers keep parts attainable for as long as there are a large number of that type of truck in service. Manufacturers strive to improve their product, which means that there will be change, but if parts do become “obsolete”, there is usually a replacement from those companies.

According to manufacturers and national accepted standard, a normal fire engine’s life expectancy is 10 years front line and 3 to 5 years in reserve status, if functional. As departments get larger and have increased call volume and shorter run times, the life of trucks begins to decrease. We will begin to see the life of the units become 7-year front line service and 3-year reserve life. This change leads to the need for establishing a defined reserve fleet and front line units are then part of a lease and return program to decrease out of pocket costs.

For aerials(ladder trucks), the normal life expectancy is around 12 years front line, depending on use, with an additional 5 years in reserve.

For rescue units, if they are not run as routine response vehicles, the life expectancy is approximately 10 years depending on call volume and dedication to maintenance (general and preventative).

Brush trucks or wildland engines need to be replaced every 8 years because of the severe abuse they are exposed off road and the environment that they work in. This style of truck can receive a 5 year reserve life if they are maintained well.

Replacement Process and Time

Once the design process is complete, it can take eight months to one year before the vehicle is delivered, (for larger fire apparatus) therefore planning for and purchasing of new vehicles needs to be completed prior to reaching the replacement date of its predecessor. The cost of fire apparatus is a large impact so budgeting for this expense is very important. A new fire engine similar to what is currently in place with the Leander Fire Department costs approximately \$590,000.00 and an aerial can be as much as \$1,200,000. These numbers reflect the costs for a modern fire apparatus that will last and function the length of the replacement schedule.

Replacement Schedule

Currently the Leander Fire Department recommends the following schedule based on our current call volume and response district. This recommendation is part of the City of Leander’s fleet replacement plan.

<u>Type</u>	<u>Life - Front/Reserve</u>	<u>Cost*</u>
Engine/Pumper	10/5	590,000
Truck/Aerial 1	2/5	1,200,000
Rescue/Heavy Rescue	10/5	400,000
Brush	8/5	102,000
Tender	15/3	600,000
Battalion	8/2	52,000
Admin	7/3	35,000
WUI/Interface Engine	8/5	385,000

* Unequipped, un-stocked

New Addition Purchases

As we add new fire stations, additional large buildings, multi-family complexes and buildings over three stories in height there will be a need to add additional fire apparatus and the need to add different styles of apparatus. Each new fire station will require the purchase of a fire engine. After the opening of fire station four, each new station will require the purchase of a new fire engine and a brush truck to respond to fires in the greenbelts, parks, and grass/cedar areas that can rapidly spread to multiple homes.

As multiple story building construction continues, additional ladder trucks will need to be placed into service in different parts of the city.

Upcoming Purchases

The need to replace the current ladder truck because of the lack of reach compared to the current height of the new multi-family complexes is being requested to be completed in 2017. As the current multi-year plan projects and the forecast budget reflects additional stations being added during the dates of this plan requiring the purchase of fleet for each of the two stations as well as the continuation of replacing vehicles in the cities fleet replacement plan.

Conclusion

The replacement plan outlines the ongoing needs of current vehicles and indicates ongoing expense in the budgeting process for the foreseeable future. New units will be needed for each new station as the City of Leander grows while paying attention to replacing existing units to keep an effective fleet. The ability to have a defined fleet replacement schedule gives the chance for predicting costs. This cost will need to be considered when planning development agreements, annexations, and budget approvals to address the needs of the community to start eliminating the significant delay in response times.



Link to previous plans

<http://www.leandertx.gov/fire/page/leander-fire-department-master-plan-and-guide>

Previous Plans

2015-202 Master Plan

2011-2015 Master Plan

2009-2012 Strategic Plan

2007-2008 Strategic Plan

2005-2006 Yearly Review

2003-2004 Yearly Review

2002-2003 Yearly Review